



Course guide

310745 - 310745 - Management Skills

Last modified: 09/07/2024

Unit in charge: Barcelona School of Building Construction
Teaching unit: 732 - OE - Department of Management.

Degree: BACHELOR'S DEGREE IN ARCHITECTURAL TECHNOLOGY AND BUILDING CONSTRUCTION (Syllabus 2019).
(Optional subject).

Academic year: 2024 **ECTS Credits:** 3.0 **Languages:** English

LECTURER

Coordinating lecturer: Gallardo Gallardo, Eva

Others: Gallardo Gallardo, Eva

PRIOR SKILLS

no prerequisites

DEGREE COMPETENCES TO WHICH THE SUBJECT CONTRIBUTES

Specific:

FB-07. FB-7 Ability to organise small companies and take part as a member of multidisciplinary teams in big companies.

Transversal:

07 AAT N3. SELF-DIRECTED LEARNING - Level 3. Applying the knowledge gained in completing a task according to its relevance and importance. Deciding how to carry out a task, the amount of time to be devoted to it and the most suitable information sources.

07 AAT. SELF-DIRECTED LEARNING. Detecting gaps in one's knowledge and overcoming them through critical self-appraisal. Choosing the best path for broadening one's knowledge.

04 COE N3. EFFICIENT ORAL AND WRITTEN COMMUNICATION - Level 3. Communicating clearly and efficiently in oral and written presentations. Adapting to audiences and communication aims by using suitable strategies and means.

01 EIN N3. ENTREPRENEURSHIP AND INNOVATION - Level 3. Using knowledge and strategic skills to set up and manage projects. Applying systemic solutions to complex problems. Devising and managing innovation in organizations.

01 EIN. ENTREPRENEURSHIP AND INNOVATION: Knowing about and understanding how businesses are run and the sciences that govern their activity. Having the ability to understand labor laws and how planning, industrial and marketing strategies, quality and profits relate to each other.

05 TEQ. TEAMWORK. Being able to work as a team player, either as a member or as a leader. Contributing to projects pragmatically and responsibly, by reaching commitments in accordance to the resources that are available.

06 URI N3. EFFECTIVE USE OF INFORMATION RESOURCES - Level 3. Planning and using the information necessary for an academic assignment (a final thesis, for example) based on a critical appraisal of the information resources used.

TEACHING METHODOLOGY

The course follows a continuous learning process in which students will play an active role in achieving the course's objectives. The sessions combine different teaching methodologies, such as magisterial lectures, problem-based activities, case studies, guided debates, and oral presentations. Students will need to complete a set of pre-assigned readings or clip visualizations before some sessions. Besides, self-study and out-of-class guided activities will also be required.

ATENA will be the main communication channel. Likewise, instructions for the sessions, lecture notes, a bibliography, etc., will be posted. Students should look at them regularly during the course.



LEARNING OBJECTIVES OF THE SUBJECT

The purpose of the course is to provoke changes in communication in business organizations, and more specifically in the construction sector. We have three basic attention focuses:

- Unlearn what has been learned so far, new styles of management and / or communication are required in business organizations.
- New focus of the leader and manager: development and personal balance.
- Self-management and self-responsibility.

STUDY LOAD

Type	Hours	Percentage
Hours large group	30,0	40.00
Self study	45,0	60.00

Total learning time: 75 h

CONTENTS

Understanding individuals and diversity

Description:

This unit is designed to give you an overview of how internal and external differences among individuals contribute to successes and challenges in an organization and how they affect you as a manager and a leader. This knowledge will help you understand the behaviors of organizational members and use this knowledge to form stronger teams and make better decisions.

Full-or-part-time: 4h

Theory classes: 4h

Motivation

Description:

Understanding motivation is crucial for improving performance and well-being in various contexts, thus facilitating the design of more effective environments and supporting ongoing personal and professional development.

Specific objectives:

Analyze the motivational factors and processes and their application to the company. Discover who we are, as a preliminary step in the management and integration of ourselves in an organization and human team

Full-or-part-time: 8h

Theory classes: 8h



Communication and teamwork

Description:

Team management and effective communication are essential pillars of contemporary leadership. The success of any organizational entity depends substantially on the leadership's ability to facilitate collaboration and the flow of information among team members. Establishing clear and open communication channels that favor exchanging ideas, constructive feedback, and conflict resolution is fundamental to managing teams efficiently. Moreover, transparent and assertive communication significantly strengthens team trust, aligns objectives, and promotes an inclusive and stimulating work environment. Effective leaders must possess an advanced mastery of communication and strategic team management skills to boost performance and achieve organizational goals.

Specific objectives:

Describe the concept of effective communication and understand the communication process. Explain the difference between a group and a work team. Describe the stages of a group's development.

Full-or-part-time: 8h

Theory classes: 8h

Leadership

Description:

In this unit, the concept of leadership will be defined and the differences between the 'boss' and the 'leader' will be examined. Various leadership theories and their importance for managing people in current organizations will be discussed

Specific objectives:

Explain the difference between being a manager and a leader. Discuss why leadership is important and the different types of leadership.

Related activities:

Development of experiential and pragmatic activities

Full-or-part-time: 3h

Theory classes: 3h

Time management

Description:

Effective time management is a crucial skill in both personal and professional life, allowing individuals to maximize their productivity and achieve a healthy balance between work and personal life. Adopting efficient time management not only improves performance but also reduces stress, by providing a sense of control over tasks and commitments

Specific objectives:

Learn to distinguish between urgent tasks and important tasks to optimize time usage. Teach strategies to reduce distractions and interruptions, allowing for a deeper and more sustained focus on critical tasks. Encourage reflection on one's own time management practices and adjust habits and techniques as necessary to continuously improve personal productivity

Full-or-part-time: 8h

Theory classes: 8h

GRADING SYSTEM

The final grade depends on the following three elements:

- * 60%, out- and in-class activities
- * 40%, group project



BIBLIOGRAPHY

Basic:

- Robbins, Stephen P; Coulter, Mary K; DeCenzo, David A. Fundamentals of management : essential concepts and applications . 9th ed., global ed. Harlow : Pearson Education Limited, cop. 2015. ISBN 9781292056548.
- HBR's 10 must reads on communication. Boston, Mass. : Harvard Business Review Press, cop. 2013. ISBN 9781422189863.

Complementary:

- HBR's 10 must reads on emotional intelligence. Boston, Mass. : Harvard Business Review Press, 2015. ISBN 9781633690196.
- HBR's 10 must reads for CEOs. Boston, Mass. : Harvard Business Review Press, 2019. ISBN 9781633697157.
- HBR's 10 must reads on teams. Boston, Mass. : Harvard Business Review Press, 2013. ISBN 9781422189870.
- HBR's 10 must reads on collaboration. Boston, Mass. : Harvard Business Review Press, 2013. ISBN 9781422190128.
- HBR's 10 must reads on managing yourself. Boston, Mass. : Harvard Business Review Press, cop. 2010. ISBN 9781422157992.
- HBR's 10 must reads : for new managers. Boston, Massachusetts : Harvard Business Review Press, [2017]. ISBN 9781633693029.
- Drucker, Peter F. HBR'S 10 must reads : On leadership. If you read nothing else on leadership, read these definitive articles from Harvard Business Review. . New York : Harvard Business Review, cop. 2011. ISBN 9781422157978.

RESOURCES

Computer material:

- Nombre recurso. Resource